

Executive Director-Comptroller

7-E-12 Headquarters

Personnel 3

As you requested, I have prepared a memorandum to the Deputies pointing out the possibility of considering Quality Step Increases as well as Honor Awards in all cases where high quality performance is deserving of special recognition.

Recommend four signatures.

SIGNED R. L. Bannerman

R. L. Bannerman

Deputy Director for Support

7-D-18 Headquarters



STATINTL

SA-DD/S:RHW:dek (25 July 66)

Distribution:

Orig - Adse

✓ 1 - DD/S Subject (w/cc of DD/S 66-3890)

1 - DD/S Chrono

DD/S 66-3890: Memo dtd 25 JUL 1966 to DD/I, DD/P, DD/S&T,
DD/S fr Ex. Dir. -Compt., subj. Honor and Merit Awards

CONFIDENTIAL

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Honor and Merit Awards

25X1 1. For several months the Director of Personnel and the Honor and Merit Awards Board have been considering revisions to Agency policy governing the granting of awards in recognition of valorous and meritorious service. These policy changes have been discussed with the Director and it has been agreed that monetary awards should not be offered in conjunction with Honor and Merit Awards. A revised issue of [] Honor and Merit Awards, has been approved, therefore, with the deletion of that portion of the regulation which authorizes emoluments to accompany Honor and Merit Awards.

25X1 2. This change in [] reflects no lessening of our desire to provide financial rewards for employees who deserve this form of recognition, but simply represents a preference for the manner in which such awards are to be administered. In many instances the kind of performance that stimulates the recommendation that an individual be considered for an Honor or Merit Award may also meet the criteria for granting a Quality Step Increase. While Honor Awards and Quality Step Increases are handled through separate procedural mechanisms, it seems reasonable that an individual whose performance deserves some special attention should have the benefit of being considered for both types of recognition.

3. A separate Agency policy authorizes the granting of Quality Step increases in recognition of sustained high-quality performance, but it may be that supervisors are not generally acquainted with this possibility. I should like to encourage you to point out this possibility to all of your supervisors in order that we may take maximum advantage of the courses of action open to us in all cases where performance is considered worthy of special recognition.

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L. K. White
Executive Director - Comptroller

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25X1

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MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Honor and Merit Awards

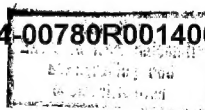
1. The Director of Personnel and the Honor and Merit Awards Board have been considering some proposed revisions to Agency policy governing the granting of awards in recognition of valorous and meritorious service. In discussing these proposed policy changes with the Director and Deputy Director of Central Intelligence, it has been agreed that monetary awards should not be offered in conjunction with Honor and Merit Awards. I have therefore approved for publication a revision to [] with the deletion of that part of the regulation authorizing emoluments to accompany Honor or Merit Awards.

25X1

2. A separate Agency policy authorizes the granting of quality step increases in recognition of high quality performance, but it may be that supervisors are not generally acquainted with this possibility. In many instances the kind of performance that stimulates the recommendation that an individual be considered for an Honor or Merit Award may also meet the criteria for granting a quality step increase. While honor awards and quality step increases are handled through separate procedural mechanisms, it seems reasonable that an individual whose performance deserves some special attention should have the benefit of being considered for both types of recognition.

3. I should like to encourage you to point out this possibility to all of your supervisors in order that we may take maximum advantage of the courses of action open to us in all cases where performance is considered worthy of special recognition.

L. K. White
Executive Director-Comptroller

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13 MAY 1966

MEMORANDUM FOR: []

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Bill:

You should see Col. White's memo to Mr. Bannerman to get the ~~latest~~ background on the ~~latest~~ developments in the field of Honor/Monetary Awards.

[] wrote the attached memo for Col. White's signature as requested.

[] responds ^{ed} according to the regulations.

How about a meeting with [] and Lansdale to discuss the three memos and redraft one for Col. White.

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VRT

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DD/S 66-2551

12 MAY 1966

MEMORANDUM FOR: Executive Officer to the Deputy Director for Support

Vernon:

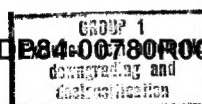
1. I have talked with Emmett about the idea of using QSI's in conjunction with Honor and Merit Awards. There is much merit in the idea, as it would, at least in a procedural sense, separate money from honor. For many people it would represent a greater amount of money in the long run than normally would be the case with a single monetary award. There are some people who would not benefit--who could not benefit--though, I suppose in most of these cases money would not be given anyway; e.g., retirees being honored at the time of their retirement. Another group who could not benefit would be those already at the top of the grade or who are so near as to realize little value from the QSI.

2. Of greater concern to me is whether in those instances that an award is given for an act rather than sustained performance we would not be in violation of the statute which established the quality step increase. We start with the words ". . . recognition of high quality performance above that ordinarily found in the type of position concerned." At this point we are all right, because we don't normally expect people to undertake personally hazardous acts--at least it's not in the job description. However, later in the Federal Personnel Manual we find this language. "Quality increases are designed to recognize and to reward on a continuing basis employees at all levels who display continuing high quality performance." (Underlining added) Later in the FPM "To warrant a quality increase performance must be sustained at the high level for a reasonable period and must give promise of continuing at the high level." Now admittedly we have adopted the QSI as we have adopted the rest of the regular Federal Civil Service Pay Administration, and presumably we could vary our use of it by rewriting our own regulations; I am not sure we would want to do this, however.

25X1 3. We say in [] "There may be instances when a specific accomplishment during a period on which a quality step increase is based also warrants recognition under the Honor and Merit Awards Program. Approval of a quality step increase does not preclude this additional recognition." (Underlining added) Note that this statement talks about time, not the substance of the performance being recognized. As a matter of fact, most recommendations for QSI's close with a statement that the individual's performance has been considered for an Honor Award and that the determination made that a QSI is more appropriate.

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4. All this suggests to me that use of the QSI with awards would normally occur only with performance awards and then would in a large sense be twice recognizing the same high level performance. Only in rare instances when a QSI would have been appropriate anyway (for sustained high performance) would it coincidentally be given with a valor award.

5. As I have said, we probably can rewrite our own regs to permit the use of the QSI in this manner; but I would suggest clarifying the legal question of whether having adopted the QSI as part of our Pay Administration we can then change the standards for its application.

6. Nothing I have said above should be construed as a philosophical objection on our part, because it was our strong position originally that there would be times and instances when monetary awards should accompany an Honor or Merit Award. We would be happy, therefore, to see this alternate device made possible; but it does appear, as the FPM and the regs are presently written, that it's not possible.



Deputy Director of Personnel

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5 MAY 1966

DD/S 66-2461

MEMORANDUM FOR: Deputy Director for Support

Bob:

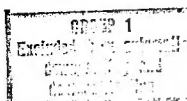
I regret the delay in processing the attached regulation on Honor and Merit Awards. I believe it is now ready for publication with the deletion of the paragraph on monetary awards which, as you know, has been responsible for the delay.

I think that you, the Director of Personnel, and the Honor and Merit Awards Board are entitled to some explanation of the reasons for deleting this paragraph. Several weeks ago Mr. Helms approved the regulation in principle but requested that we test the principle of coupling monetary and honor awards by querying some of our younger, highly motivated officers who have served recently in trouble spots such as Southeast Asia. We did this and found that, in general, these young officers recoiled from this concept. On 4 May 1966 I briefed the Director on this regulation. Based, as you know, on considerable experience with awards, it was his very strong feeling that it would be a great mistake to combine the two awards. In fact, he preferred to have monetary and honor awards handled by separate regulations and separate procedures.

In the course of these rather lengthy considerations, the question was raised of whether we are making adequate use of Quality Step Increases. In many if not most cases in which an honor award has been earned, the individual's performance might also meet the criteria for a Quality Step Increase. I have considered this idea with some care and have discussed it with Mr. Helms and the Director. We all felt that supervisors generally may not be aware of this possibility. Furthermore, we see no conflict in this procedure. In fact, it is entirely appropriate that this possibility be considered and that an appropriate recommendation for a Quality Step Increase be made. This action would, of course, be taken through routine administrative channels and quite apart from the honor awards procedure.

Unless you disagree with this idea, I should appreciate your drafting an appropriate memorandum for my signature

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to make consideration of the possibility of a Quality Step Increase fairly automatic whenever an honor award is earned.



L. K. White

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Attachment

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28 JUL 1966

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Honor and Merit Awards

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[]

L. K. White

Executive Director-Comptroller

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